

GRAVEYARD SHIFT IN BUSINESS PROCESS OUTSOURCING (BPO) FILIPINO EMPLOYEES' PERFORMANCE: INPUTS TO INTERVENTION MEASURES

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ABSTRACT

Given the rising popularity of the different outsourcing firms in the Philippines, the need for more Filipino workforces is needed by these firms to expand their customer base and keep customer loyalty with their firms. Thus, employees' performance has to be at its furthermost Filipinos employees are known to be productive with unique and intense love for work. Given the unique characteristics of Filipino employees, the quality, quantity of work and interpersonal relations has to be determined.

The purpose of this study is to determine the Graveyard Shift In Business Process Outsourcing (BPO) Filipino Employees' Performance that will serve as an inputs to intervention measures. The tremendous demand for graveyard shift workers in the business process outsourcing (BPO) sector prompted increased interest in research on the Graveyard Shift in BPO Filipino employees. Specifically, this study was conducted to determine the Graveyard Shift in Business Process Outsourcing (BPO) Filipino Employees Performance, identify a significant difference exist, and the result of the study served as inputs to intervention measures.

Methods

The mix method approach--qualitative and quantitative-- research strategies were used. Mixed method indicates "the direction of the collection and analysis of data and the mixture of qualitative and quantitative approaches in many phases of research process". (Cress well, 2006). Respondents came from different BPO segments with different positions and work roles. Respondents of the study were the 100 employees assigned in graveyard shift in three Business Process Outsourcing (BPO) companies. A purposive sampling procedure was used. Statistical tools applied were the Frequency, Percentage, Weighted Mean, and ANOVA.

Results

The Salient Findings of the Study are as Follows:

- On the assessment of the respondents on the Graveyard Shift in Business Process Outsourcing (BPO) Filipino Employees Performance. As reflected in Table 5, Ranked 1 is Quality of Work was rated Very Satisfactory as reinforced by a weighted mean of 3.92. Ranked 2, Quantity of Work which was rated also as Very Satisfactory as supported by a composite weighted mean of 3.63. Ranked 3 is Interpersonal Skill was also rated as Very Satisfactory with composite weighted mean of 3.56. The Overall Mean of 3.77, 3.61, and 3.73, all verbally interpreted as Very Satisfactory. The result of the Overall Mean among the three groups of respondents obtained an Overall Mean of 3.70 (VS).*
- On the significant difference on the assessment of the respondents on the Graveyard Shift in Business Process Outsourcing (BPO) Filipino Employees Performance. The computed F-value of 0.3832 was less than the F-critical value of 5.14 with 2, 6 degrees of freedom at five percent level of significance. The statistical decision was to accept the null hypothesis and verbally interpreted as not significant.*

Since the null hypothesis was accepted, there was strong evidence that there is no significant difference on the

assessment of the three groups of respondents on the factors affecting employees work-shift schedule in selected BPOs in terms of quality of work, quantity of work, and interpersonal skills

- *On the proposed intervention measures. The researcher proposed intervention measures for the graveyard shift BPO Filipino employees. The following are the intervention measures: Review existing policies or practices as quantity of work, Conduct regular re-training of old and new employees, Regular monitoring of employees performance, get feedback regarding company implemented work practices, ensure that job assignment match the qualifications, employees should undergo extensive training on new technologies, provide regular quarterly break for at least 5 days, health checkup should be extensive especially those assigned in the graveyard shift, provide area for lounge and relaxation during their break time and provide sports facilities*

KEYWORDS: *Business Process Outsourcing, Employee Performance, Graveyard Shift, Quality and Quantity of Work*

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INTRODUCTION

Background

Business Process Outsourcing (BPO) industry made a significant contribution in the Philippine economy. Business Process Outsourcing (BPO) is still considered one of the fastest growing industries in the Philippines (BPA/P, 2006). For the year 2016, The BPO industry of the Philippines is projected to experience an overall positive growth rate. Activity in the industry appears to be robust enough such that the industry's projected total income range would reach \$20 to \$27 billion by 2016 and \$40 to \$55 billion by 2020. The Industry, currently holding about 1 million directly employed employees, is also projected to increase employment by providing a total of about 1.3 to 1.5 million new jobs, which would consist of employees directly and indirectly employed. (Phil star 2015); Business World 2015).

Given the rising popularity of the different outsourcing firms in the Philippines, the need for more Filipino workforces is needed by these firms to expand their customer base and keep customer loyalty with their firms. Thus, employees' performance has to be at its furthestmost. Filipinos employees are known to be productive with unique and intense love for work. Given the unique characteristics of Filipino employees, the quality, quantity of work and interpersonal skill has to be determined.

The tremendous demand for graveyard shift workers in the business process outsourcing (BPO) sector prompted increased interest in research on the Graveyard Shift in BPO Filipino employees. Specifically, this study was conducted to determine the Graveyard Shift in Business Process Outsourcing (BPO) Filipino Employees Performance, identify a significant difference exist, and the result of the study served as inputs to intervention measures.

METHODS

The mix method approach--qualitative and quantitative-- research strategies were used. Mixed method indicates "the direction of the collection and analysis of data and the mixture of qualitative and quantitative approaches in many phases of research process". (Cress well, 2006)

Respondents came from different BPO segments with different positions and work roles. Respondents of the study were the 100 employees assigned in graveyard shift in three Business Process Outsourcing (BPO) companies. A purposive sampling procedure was used to select this study's Key Informants in order to capture most information about the

phenomenon under study (Silverman, 2007)

Given the limited time and the descriptive nature of the study, this study does not intend to go into details on the employees' performance. Although, Hakala (2008) identifies Performance Measurement uses the following indicators of performance, as well as assessments of those indicators. 1. Quantity, 2. Quality, 3. Timeliness, 4. Cost-Effectiveness, 5. Absenteeism/Tardiness. The researcher focuses only on the quantity, quality of work and interpersonal relations but it did not include an in-depth review and specifics of the quality and quantity of work and interpersonal relations

The statistical tools applied were the Frequency, Percentage, Weighted Mean, and ANOVA.

RESULTS

The collected data were tabulated, analyzed, and computed using different statistical methods. The following statistical instruments were used in the treatment of the data. Profile of the respondents shows that majority of BPO employees are male, single, ages ranging from 26-30 years old and college graduates.

Given the results of the research, it is recommended that BPO companies should ensure effective rewards management and consider the proposed intervention measures by helping employees and Employee Wellbeing Programs.

Formula and Equation

Frequency is the actual response to a specific item/question in the questionnaire where the respondent marks his choice. This was used to determine the profile of the respondents and the number of responses in each of the questions posed. The formula is $x = f / n$.

Percentage describes a part of the whole. The formula is

$$P = \frac{f \times 100}{N}$$

Where:

P = computed percentage; f= the number of respondents; N=the total number of population

Weighted Mean is used to determine the status of the prevailing condition

Formula

$$WM = \frac{w_1f_1 + w_2f_2 + w_3f_3}{N}$$

Where: WM=weighted mean

f1= frequency of first cell

w1 = weight of first cell

f2= frequency of second cell

w2 = weight of second cell

N= number of cases

Analysis of Variance (ANOVA) was utilized to assess the relative magnitude of variation results from the three groups of respondents using the following formula.

Formula: $F = \frac{MS \text{ Between}}{MS \text{ Within}}$	Where: MS Between = Mean of Squares of score between columns MS Within = Mean of Squares of scores within rows
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Likert Scale was used to interpret data as the criterion which serves as the basis for the interpretation of the data, from Outstanding to Needs Improvement

Legend

5.00 - 4.20 Outstanding, 4.19 - 3.40 Very Satisfactory, 3.39 - 2.60 Satisfactory,
2.59 - 1.80 Poor, 1.79 - 1.00 Needs Improvement

Figures and Tables

Table 1: Demographic Profile of the Graveyard Business Process Outsourcing (BPO) Filipino Employees

	BPO 1		BPO 2		BPO 3		Total	
<u>Sex</u>	f	%	f	%	f	%	f	%
Male	20	50.00	15	50.00	21	70.00	50	56.00
Female	20	50.00	15	50.00	9	30.00	44	44.00
Grand Total	40	100.00	30	100.00	30	100.00	100	100.00
<u>Age</u>								
21-25 years old	8	20.00	9	30.00	3	10.00	20	20.00
26-30 years old	24	60.00	12	40.00	15	50.00	51	51.00
31-35 years old	8	20.00	3	10.00	6	20.00	17	17.00
Grand Total	40	100.00	30	100.00	30	100.00	100	100.00
<u>Civil Status</u>								
Single	26	65.00	24	80.00	21	70.00	71	71.00
Married	14	35.00	6	20.00	9	30.00	29	29.00
Grand Total	40	100.00	30	100.00	30	100.00	100	100.00
<u>Educational Attainment</u>								
College Level	4	10.00	12	40.00	6	20.00	22	22.00
College Graduate	36	90.00	18	60.00	24	80.00	78	78.00
Grand Total	40	100.00	30	100.00	30	100.00	100	100.00
<u>Years of Service</u>								
Less than 10 years	28	70.00	21	70.00	18	60.00	67	67.00
More than 10 years	12	30.00	9	30.00	12	40.00	33	33.00
Grand Total	40	100.00	30	100.00	30	100.00	100	100.00

The Profile of the Graveyard Business Process Outsourcing (BPO) Filipino Employees is shown in the above table. For BPO 1 with 20 male and 20 females; BPO 2 with 15 male and 15 female, BPO 3 with 21 male and 9 female. Overall, majority of the respondents are male with 56%, while 44% are female.

For the Age of the respondents, BPO 1, majority are 26-30 years old with 60% and 8% fall under 21-25 years old and 31-35 years old, respectively. BPO 2, 40% are 26-30 years old, 30% 21-25 years old and 10% are 31-35 years old. BPO 3, 50% are 26-30 years old, 6% 31-35 years old and 10% are 21-25 years old.

On the Educational Attainment of the respondents. Majority in the BPO1, BPO2, BPO3 are College Graduate with 90%, 60%, and 80% respectively. Only a few are College Level with 10% BPO 1, 40% BPO2, and 20% BPO3.

As to Years of Service in the BPO company, majority of the respondents are in the company for less than 10 years in BPO1, BPO2, with 70% and BPO3 with 70%, and 60%. While those who have been in the company for more than 10 years, BPO 1, 2 with 30% while 40% from BPO3.

Overall, majority of the respondents are ages 26-30 years old with 51%; 78% are college graduate and 22% are college level. 65% have in the company for less than 10 years and 33% have been in the BPO Company for more than 10 years.

In the study conducted by (Hechanova, 2008), it reveals that BPO employees belong to fairly young age group, a supportive workplace and fun work environment is imperative to address the work-related stressors

**Table 2: Graveyard Shift in Business Process outsourcing (BPO) Filipino
Employees Performance in Terms of Quality of Work**

	Criteria	BPO 1		BPO 2		BPO 3		Composite Weighted Mean	
		WM	VI	WM	VI	WM	VI	WM	VI
1.	Report to work on time	4.20	O	3.90	VS	4.13	VS	4.08	VS
2.	Thoroughness	4.08	VS	3.67	VS	3.77	VS	3.84	VS
3.	Productiveness	3.95	VS	3.60	VS	3.97	VS	3.84	VS
	Overall Mean	4.08	VS	3.72	VS	3.96	VS	3.92	VS

Legend: 5.00 - 4.20 Outstanding 4.19 - 3.40 Very Satisfactory 3.39 - 2.60 Satisfactory

2.59 - 1.80 Poor 1.79 - 1.00 Needs Improvement

As revealed by the data in Table 2, the respondents on employees' performance with graveyard shift as to Quality of Work was found to be Very Satisfactory in terms of accurateness, thoroughness, and productiveness as indicated by mean values of 4.08, 3.84, and 3.84, respectively.

Summarily, the overall composite mean of 3.92 indicated that the employees' work performance with graveyard shift was Very Satisfactory.

**Table 3: Graveyard Shift in Business Process outsourcing (BPO) Filipino
Employees Performance in Terms of Quantity of Work**

Criteria	BPO 1		BPO 2		BPO 3		Composite Weighted Mean	
	WM	VI	WM	VI	WM	VI	WM	VI
1. Do many task or work	3.90	VS	3.37	S	3.61	VS	3.63	VS
2. Be able to finish the work on time	3.75	VS	3.63	VS	3.57	VS	3.65	VS
Overall Mean	3.82	VS	3.50	VS	3.57	VS	3.64	VS

The Graveyard Shift in Business Process Outsourcing (BPO) Filipino Employees Performance in terms of Quantity of Work is revealed in Table 3.

The criteria on *Do many task or work* was considered to be Very Satisfactory with 3.90 and 3.63 for BPO 1 and BPO 3; while Satisfactory at 3.37 for BPO 2. While the criteria on *Be able to finish the work on time* was found to be Very Satisfactory by the three BPOs as supported by a weighted mean of 3.75, 3.63 and 3.57.

Overall, BPO 1, 3 and 2 got a weighted mean of 3.82, 3.57 and 3.50, respectively verbally interpreted as Very

Satisfactory.

Table 4: Work Shift Employees Performance in Terms of Interpersonal Skill

Criteria		BPO 1		BPO 2		BPO 3		Composite Weighted Mean	
		WM	VI	WM	VI	WM	VI	WM	VI
1.	Awareness of self and others	3.70	VS	3.60	VS	4.37	O	3.89	VS
2.	Communication skill with client	3.72	VS	3.53	VS	3.67	VS	3.64	VS
3.	Compatibility to work.	2.85	S	3.70	VS	2.93	S	3.16	S
	Overall Mean	3.42	VS	3.61	VS	3.66	VS	3.56	VS

As to awareness of self and others, BPO 3 rated the criteria as Outstanding supported by the weighted mean of 4.37. However, the other two companies rated the same criteria as Very Satisfactory as confirmed by the weighted mean of 3.70 and 3.60, respectively. The criteria on Communication Skill with Client were all rated Very Satisfactory by the three companies as supported by 3.72, 3.67 and 3.53, accordingly. For criteria Compatibility to Work were rated as Satisfactory by the two companies as verified by the weighted mean of 2, 93 and 2.85. On the other hand, BPO2 rated it as Very Satisfactory as evidenced by a weighted mean of 3.70.

This resulted to an Overall composite weighted mean of 3.42 (VS), 3.66 (VS) and 3.61 (VS).

Table 5: Summary of Tables

Criteria		BPO 1		BPO 2		BPO 3		Composite Weighted Mean		Rank
		WM	VI	WM	VI	WM	VI	CWM	VI	
1.	Quality of Work	4.08	VS	3.72	VS	3.96	VS	3.92	VS	1
2.	Quantity of Work	3.82	VS	3.50	VS	3.57	VS	3.63	VS	2
3.	Interpersonal Skill	3.42	VS	3.61	VS	3.66	VS	3.56	VS	3
	Overall Mean	3.77	VS	3.61	VS	3.73	VS	3.70	VS	

As reflected in Table 5, Ranked 1 is Quality of Work rated Very Satisfactory as reinforced by a weighted mean of 3.92. Ranked 2, Quantity of Work which was rated also as Very Satisfactory as supported by a composite weighted mean of 3.63. Ranked 3 is Interpersonal Skill was also rated as Very Satisfactory with composite weighted mean of 3.56.

This resulted to an Overall Mean of 3.77, 3.61, and 3.73, all verbally interpreted as Very Satisfactory. The result of the Overall Mean among the three groups of respondents obtained an Overall Mean of 3.70 (VS).

Is There any Significant Difference in the Assessment of Respondents as to Shift Work Employees Performance

Table 6: Significant Difference on the Assessment of Respondents

Sources of Variation	SS	DF	MS	F- Ratio	Critical Value of at .05	Interpretation	Decision
Between	0.0425	2	0.021			Not Significant	Accept H ₀
Within	0.3285	6	0.0548	0.3832	5.14		

It could be noticed from the data in Table 6 that the computed F-value of 0.3832 was less than the F-critical value of 5.14 with 2, 6 degrees of freedom at five percent level of significance. The statistical decision was to accept the null hypothesis and verbally interpreted as not significant.

Since the null hypothesis was accepted, there was strong evidence that there is no significant difference on the

assessment of the three groups of respondents on the factors affecting employees work-shift schedule in selected BPOs in terms of quality of work, quantity of work, and interpersonal skills.

In general, the three groups of respondents assessed the Filipino employees' performance with graveyard shift schedule in selected BPOs in terms of quality of work, quantity of work, and interpersonal skills as Very Satisfactory.

From the findings of the study, what intervention may be proposed?

Table 7: Intervention Measures

1.	Review existing policies or practices as quantity of work
2.	Conduct regular re-training of old and new employees
3.	Regular monitoring of employees performance
4.	Get feedback regarding company implemented work practices
5.	Ensure that job assignment match the qualifications
6.	Employees should undergo extensive training on new technologies
7.	Provide regular quarterly break for at least 5 days.
8.	Health checkup should be extensive especially those assigned in the graveyard shift
9.	Provide area for lounge and relaxation during their break time.
10.	Provide sports facilities

SUMMARY OF FINDINGS

The salient findings of the study are as follows:

- **On the assessment of the respondents on the Graveyard Shift in Business Process Outsourcing (BPO) Filipino Employees Performance:** As reflected in Table 5, Ranked 1 is Quality of Work was rated Very Satisfactory as reinforced by a weighted mean of 3.92 . Ranked 2, Quantity of Work which was rated also as Very Satisfactory as supported by a composite weighted mean of 3.63. Ranked 3 is Interpersonal Skill was also rated as Very Satisfactory with composite weighted mean of 3.56. The Overall Mean of 3.77, 3.61, and 3.73, all verbally interpreted as Very Satisfactory. The result of the Overall Mean among the three groups of respondents obtained an Overall Mean of 3.70 (VS).
- **On the Significant difference on the Assessment of the Respondent Son the Graveyard Shift in Business Process Outsourcing (BPO) Filipino Employees Performance:** The computed F-value of 0.3832 was less than the F-critical value of 5.14 with 2, 6 degrees of freedom at five percent level of significance. The statistical decision was to accept the null hypothesis and verbally interpreted as not significant.

Since the null hypothesis was accepted, there was strong evidence that there is no significant difference on the assessment of the three groups of respondents on the factors affecting employees work-shift schedule in selected BPOs in terms of quality of work, quantity of work, and interpersonal skills

- **On the Proposed Intervention Measures.** The researcher proposed intervention measures for the graveyard shift BPO Filipino employees. The following are the intervention measures: Review existing policies or practices as quantity of work, Conduct regular re-training of old and new employees, Regular monitoring of employees performance, get feedback regarding company implemented work practices, ensure that job assignment match the qualifications, employees should undergo extensive training on new technologies, provide regular quarterly break for at least 5 days, health checkup should be extensive especially those assigned in the graveyard shift, provide area for lounge and relaxation during their break time and provide sports facilities

CONCLUSIONS

Based from the findings of the study, the following conclusions were drawn:

- Exert more effort to attain the highest level of performance
- Managers should reach out to their employees on how to improve employees performance
- The proposed intervention measures may be considered adopting by the managers of the selected BPOs.

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The researcher is aware of the legal responsibility for errors or omissions made and take full responsibility thereof.

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